



SPIN4EIC

Strategic Innovation Procurement
an EIC Business Acceleration Services Programme

The National Centre for Research and
Development

Open Market Consultation webinar (English)
25 November 2025





Welcome and house rules



This session is recorded, and the recordings may be shared with others.



The presentation will be shared.



Please stay muted unless invited to speak.



Cameras are optional.



You can use the chat for questions and comments.



Agenda

Hours	Topic	Presenter
13:00-13:10	Welcome and house rules	Dr. Beatriz Gómez Fariñas <i>Corvers Procurement Services BV</i>
13:10-13:30	Introduction to Pre-Commercial Procurement	Katarzyna Lenart <i>NCBR</i>
13:30-13:40	NCBR – Who We Are and What We Do?	Katarzyna Lenart <i>NCBR</i>
13:40-13:55	PCP Challenge – Use Cases	Joanna Kiełczewska <i>NCBR</i>
13:55-14:10	State-of-the-art analysis	Egli Rrokaj <i>Corvers Greece IKE</i>
14:10-14:25	OMC objectives and the activities <i>RFI questionnaire</i>	Dr. Beatriz Gómez Fariñas <i>Corvers Procurement Services BV</i>
14:25-14:30	Q&A and conclusion	Dr. Beatriz Gómez Fariñas <i>Corvers Procurement Services BV</i>



Introduction to Pre-Commercial Procurement

Speaker: Katarzyna Lenart



National Centre for Research
and Development



Innovation Procurement

- **development of new, innovative solutions** through commissioning R&D services,
- procurement of **innovative solutions** that are not yet available or do not exist on the market,
- procurement of **innovative solutions that exist** but are **not yet widely available** on the market.



Innovation Procurement

Innovation Procurement happens when public buyers acquire the development or deployment of pioneering innovative solutions to address specific mid-to-long-term public sector needs.

Innovation procurement is a tool for addressing pressing societal challenges across sectors, such as healthcare, climate change, energy efficiency, transport, and security etc.



What is PCP?

The **Pre-Commercial Procurement (PCP)** is an approach that allows public procurers:

- to buy **research and development services** from several competing technology providers in parallel,
- to **compare** alternative solution approaches,
- to **identify solutions** that offer the **best value-for-money** and address their specific needs.

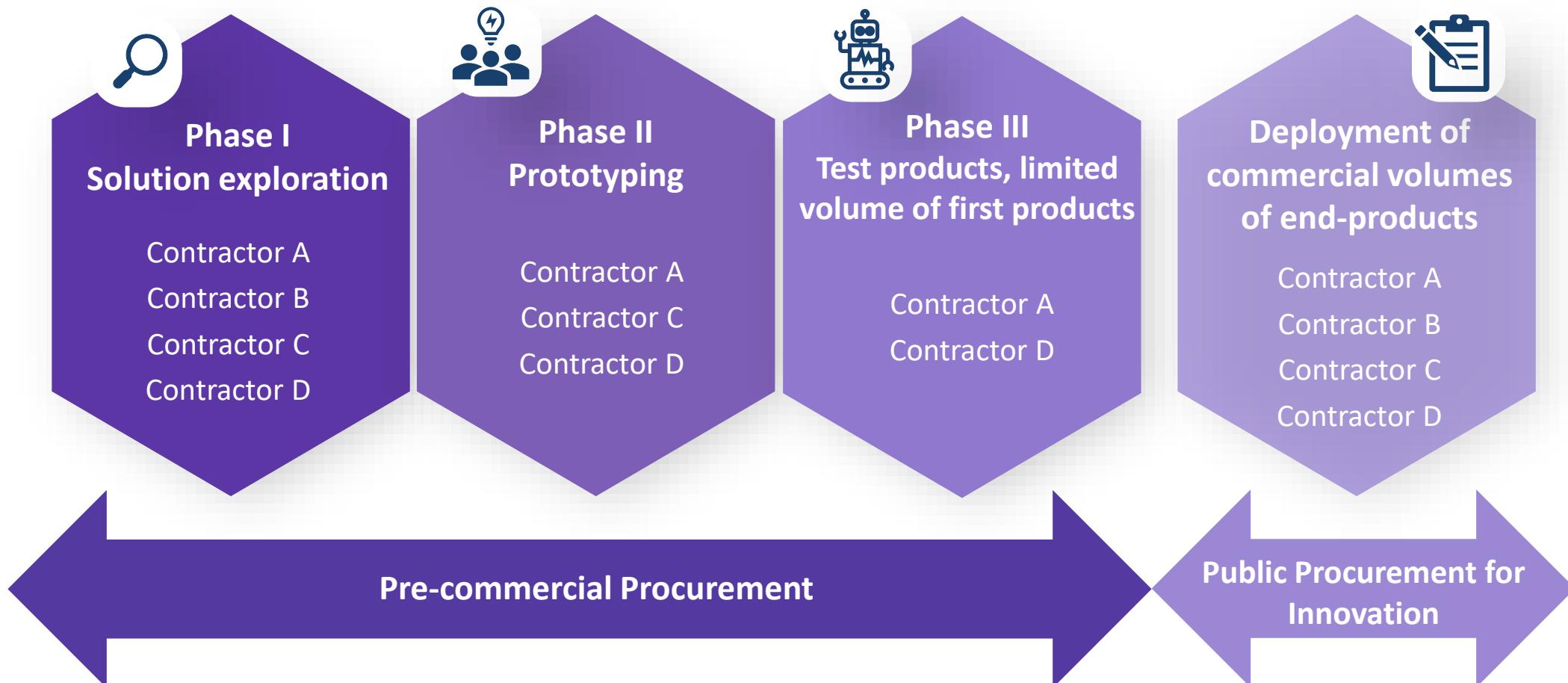


PCP challenges innovative players on the market, via an open, transparent and competitive process. The goal is to **develop new technological solutions** that meet specific needs.

NCBR The logo for the National Centre for Research and Development, featuring the acronym 'NCBR' in a bold, blue, sans-serif font with a small circular icon to the right.

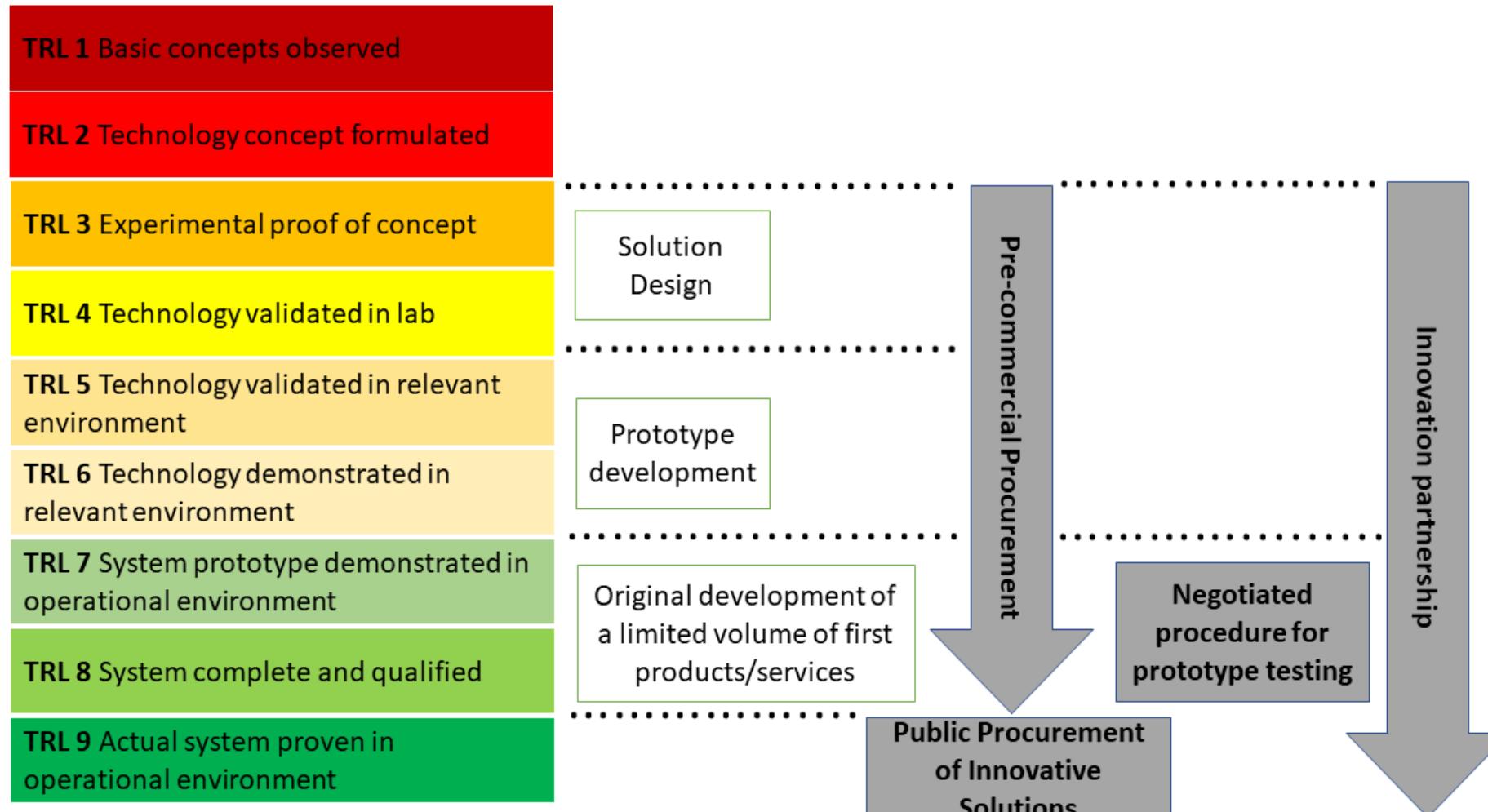
National Centre for Research
and Development

PCP



Basing on: *Communication from the Commission COM (2007) 799: Pre-commercial Procurement: Driving innovation to ensure sustainable high quality public services in Europe*

Technology Readiness Level (TRL)





Steps tendering phase in PCP

1. Publication and transparency

- Publish a Contract Notice
 - ✓ Start of the tendering process
 - ✓ Create awareness about the PCP
 - ✓ Provide enough time to the tenderers to prepare and submit their tender
 - ✓ Use standard template of eNotices
- Publish a Call for Tenders and related tender documents
- Provide clarifications to potential tenderers

2. Submission of tenders, evaluation and contract award

- Open tenders received within the deadline
- Evaluate the tenderer (exclusion/selection criteria)
- Evaluate the proposal (award criteria)
- Award of the Framework Agreement + Contract for Phase 1
- Notify the tenderers and publish a Contract Award Notice

3. Execution of the contract

- Manage and monitor the execution
- Evaluation of the performance at the end of each phase (satisfactory vs successful)
- Issue payments
- Call off to select the contractors for next phase
- Deal with contract modification, penalties and/or termination of the contract
- Closure of the contract



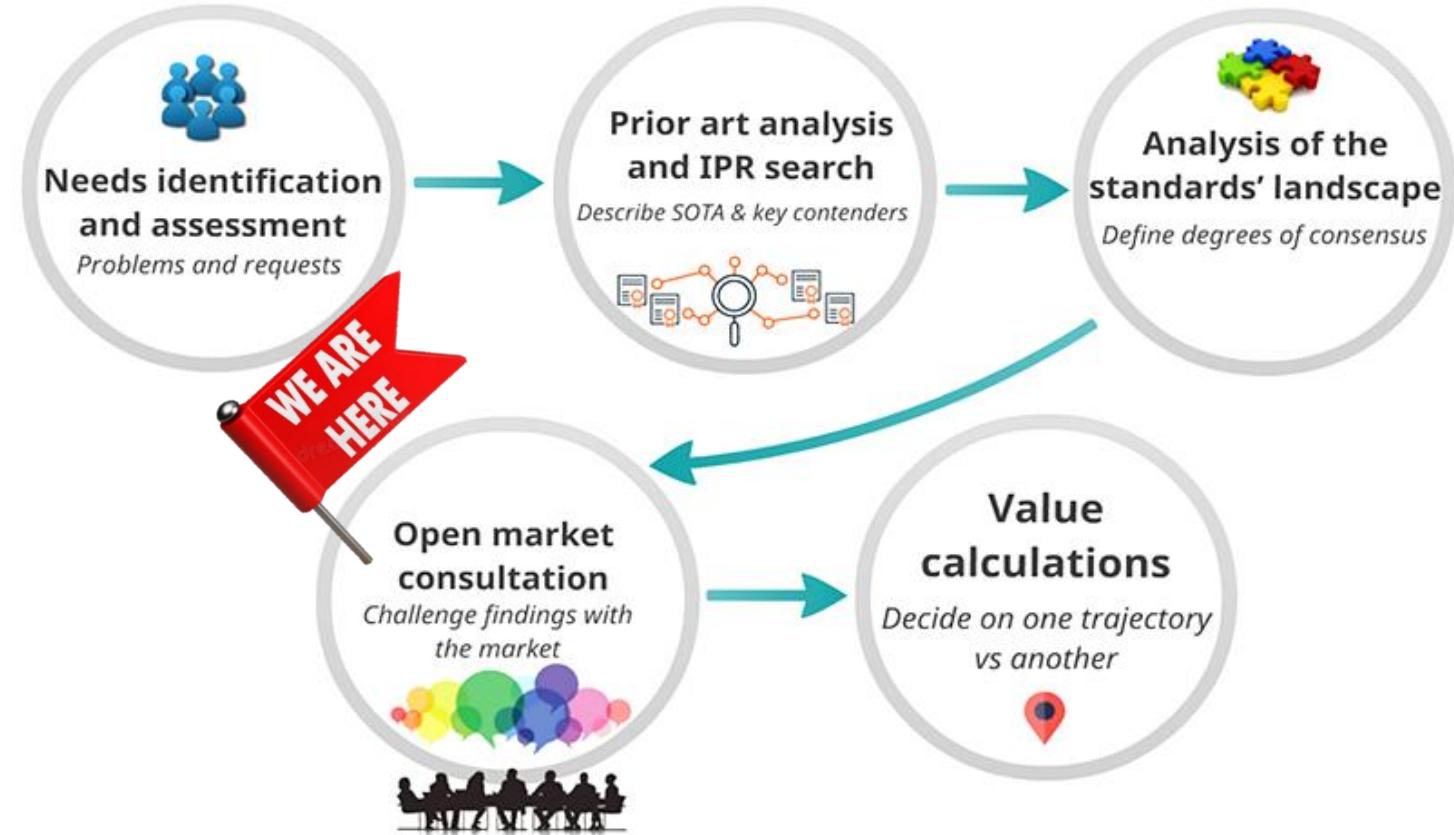
OMC in the EAFIP methodology

EAFIP methodology step-by-step



Open Market Consultation steps

- Market consultations are a suitable instrument to bridge the gap between the supply side and the demand side.
- Technology providers are informed about the needs and expectations of the public buyers.
- Public buyers are informed about what the market can offer.





Legal Basis

- The European Public Procurement Directives of 2014 regulate the preliminary market consultations in the sense that public procurers may conduct market consultations before the procurement in **compliance with the principles of transparency, equal treatment and non-discrimination, without distorting competition.**
- *Articles 40 and 41 of Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC.*
- **In accordance with Polish Public Procurement Law which provides the possibility to conduct preliminary market consultations as part of the preparation of the public procurement (Art. 84 of PPL).**



NCBR – Who We Are and What We Do?

Speaker: Katarzyna Lenart



National Centre for Research
and Development



National Centre for Research and Development (NCBR)

- An **executive agency** of the Ministry of Science and Higher Education of Poland,
- Supporting the development of **innovative technological and social solutions**,
- **Ecosystem** of knowledge and information on **innovations**,
- The largest **support centre for the creation of innovative** solutions in Central and Eastern Europe

The future is happening with us



National Centre for Research and Development (NCBR)



An Intermediate Body for 2 Programs:

- European Funds for Smart Economy 2021-2027
- European Funds for Social Development 2021-2027



- National and international Programs
- Programs for national security and defense

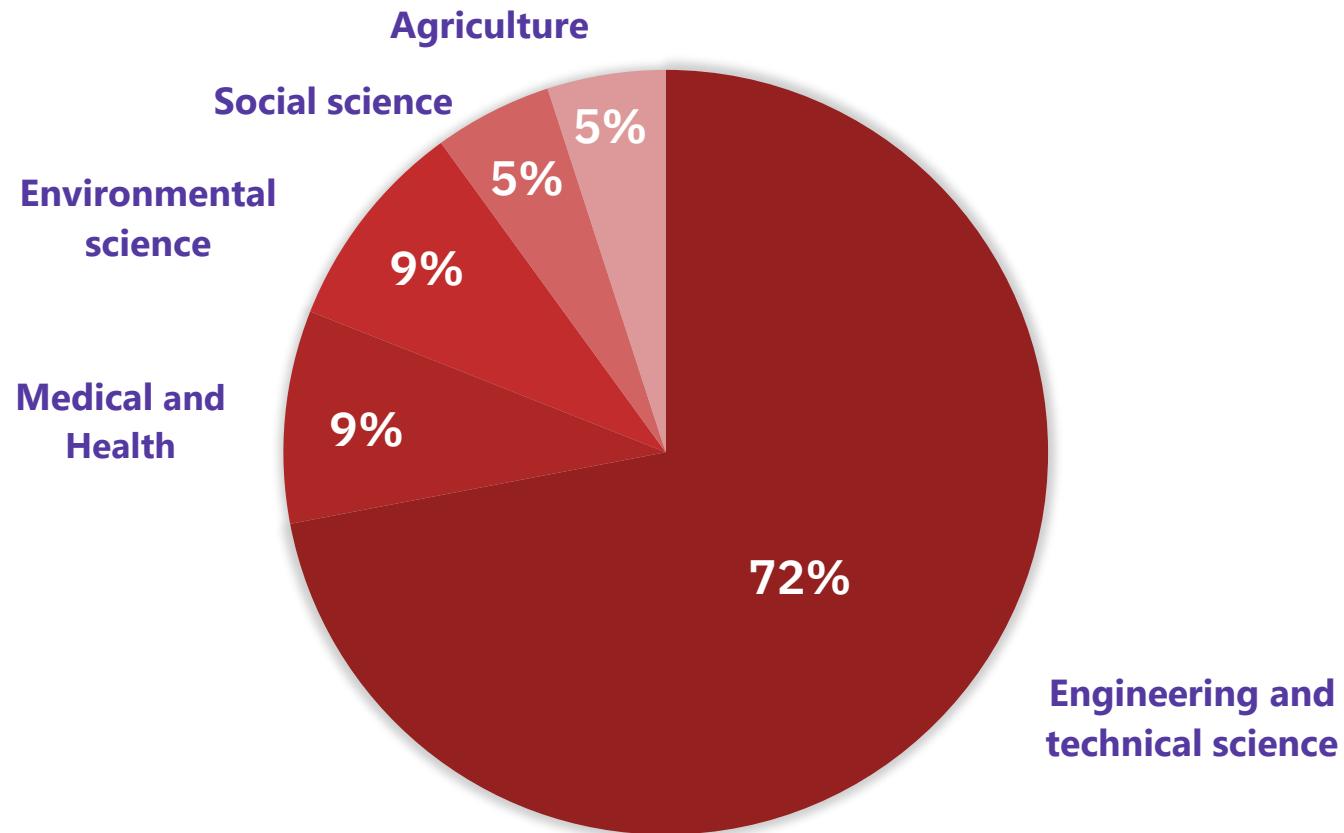


Support commercialization

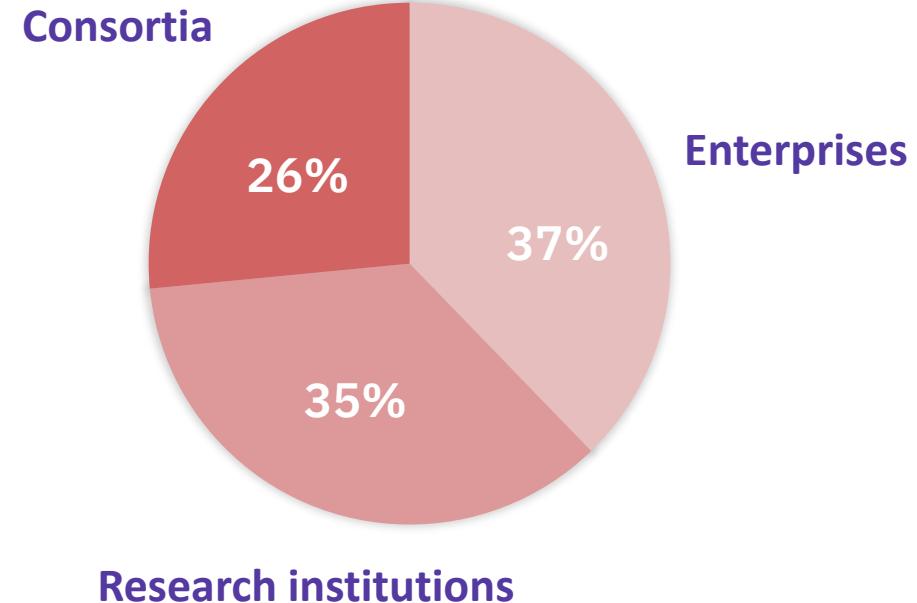


National Centre for Research and Development (NCBR)

Percentage of support in Science and Economy



Beneficiaries



National Centre for Research and Development (NCBR)

Our experience in Innovation Procurement:

- 12 **pre-commercial procurements**
- 2 Innovation **partnership procurements**
- 1 **grand-challenge** competition

NCBR is supporting and leading public buyers in Poland towards innovation for the Green transition and Digital transformation, for which it aims to develop new ICT solutions to tackle the needs of cities and explore what the market can offer.

More info: [NCBR - The National Centre for Research and Development - Gov.pl website](#)



NCBR

National Centre for Research
and Development

National Centre for Research and Development (NCBR)



Areas of interest:

- **Green and Energy transition**
- **Digital transition**

Transition technologies should be:

- as final as possible,
- cheaper than traditional ones,
- possible to implement in domestic market.





PCP Challenge – Use Cases

Speaker: Joanna Kiełczewska



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The main challenge

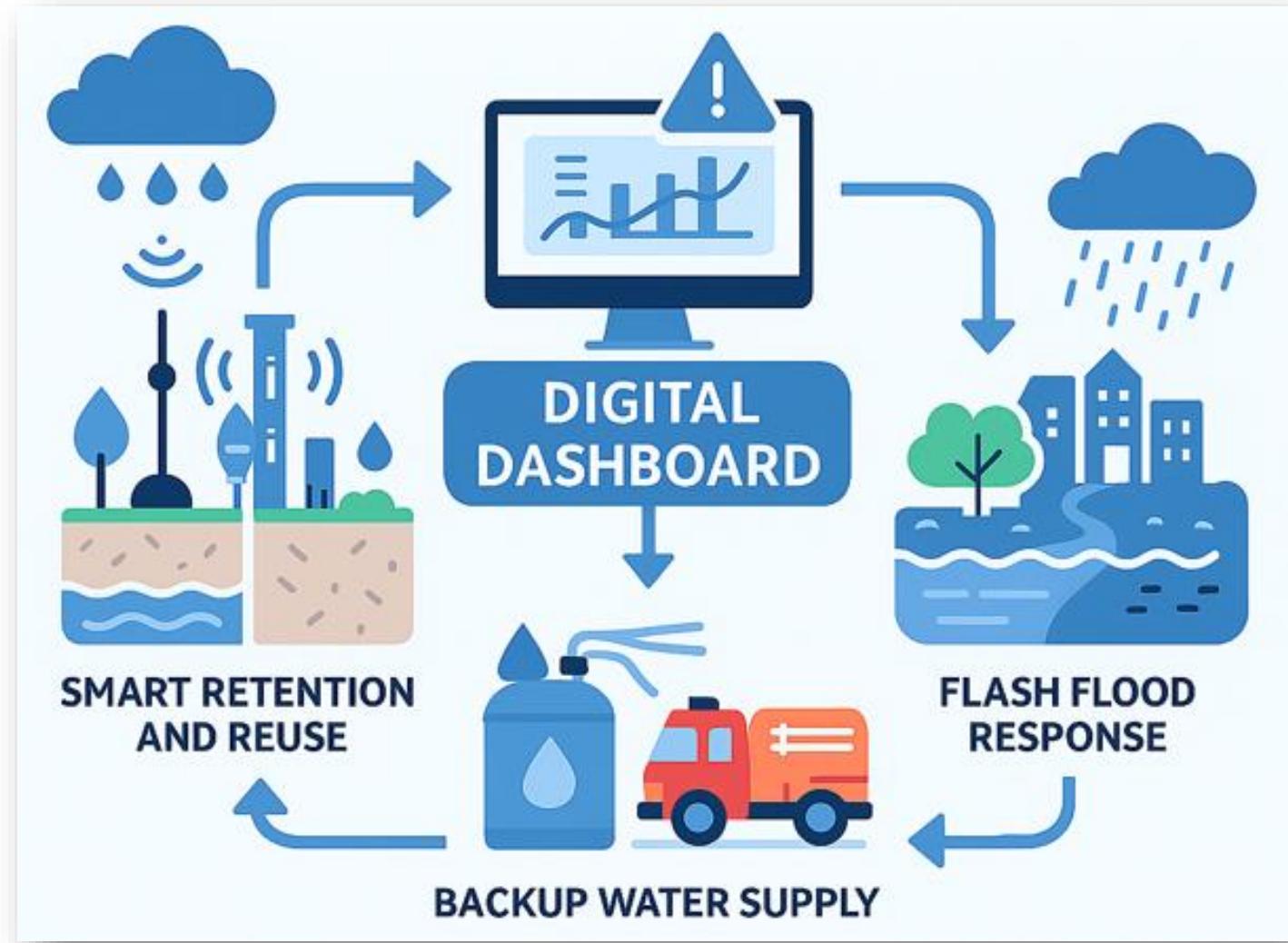
“Development of integrated urban water management systems that address both water scarcity and excess water risks through smart retention, reuse, and real-time monitoring solutions, with the aim to enhance climate resilience, public service continuity, and infrastructure safety in Polish municipalities.”

Functionalities:

- Real-time water level monitoring, forecasting and alerting
- Smart rainwater collection, retention, and reuse (e.g. for irrigation, cleaning, firefighting)
- Flash flood response mechanisms (e.g. temporary drainage, overflow redirection)
- Backup water solutions for emergency services (e.g. fire stations, hospitals)
- Digital dashboard for urban planning, coordination, and incident response

Narrative

- ❖ Real-time monitoring: IoT sensors track rainfall, soil moisture, groundwater, and stormwater flow.
- ❖ Central dashboard: Visualises data for risk assessment and decision-making.
- ❖ Flood response: Triggers alerts and actions like overflow drainage and water diversion.
- ❖ Drought support: Reuses rainwater for irrigation, cleaning, and firefighting during dry periods.
- ❖ Emergency backup: Ensures water supply readiness for hospitals, fire stations, etc.
- ❖ Cross-department coordination: Joint planning and response across municipal services are important!
- ❖ Climate resilience: The city will be prepared for both water scarcity and flooding.



The use case: Integrated Urban Water Resilience System

USE CASE NAME: Integrated Urban Water Resilience System	
(a) Subject matter - topic	Development and deployment of an integrated, modular, and digitally enabled water resilience system that addresses both water scarcity and excess water risks in Polish contracting authorities.
(b) 'As is' situation – current problem, way in which things are done at present	<ul style="list-style-type: none"> – Urban drought and groundwater decline, affecting firefighting, green spaces, and daily water services. – Flash floods and excess rainfall overwhelm outdated or insufficient infrastructure. – These issues are exacerbated by: <ul style="list-style-type: none"> – Lack of real-time data and early warning capacity. – Underdeveloped reuse systems (e.g., stormwater/rainwater not repurposed). – Limited emergency water backup, especially for critical services. – Gaps in coordination and technical capacity to plan and implement systemic upgrades.
(c) Desired result, expected improvement to be measured	<ul style="list-style-type: none"> – Responds dynamically to both water scarcity and water excess events. – Supports the continuity of public services (firefighting, healthcare, utilities, green spaces). – Can be adapted to the size, risk profile, and technical capacity of different municipalities. – Promotes cross-sector collaboration and innovation procurement in line with national climate and digitalisation strategies.
(d) Related stakeholders/end-users (e.g. public organisations, citizens, etc.)	Municipalities, fire brigades, water utilities, schools, healthcare facilities, environmental agencies, State Water Holding – Polish Waters, Ministry of Infrastructure, National Fund for Environmental Protection and Water Management.
(e) Information needs (data sources)	Real-time rainfall and soil moisture data, groundwater levels, drainage system capacity, usage data for critical services, infrastructure maps, and emergency demand projections.
(f) Functional requirements	<ul style="list-style-type: none"> – Smart retention & reuse infrastructure: modular rainwater harvesting and storage, greywater reuse for firefighting/irrigation, bio-retention. – Real-time monitoring & early warning: IoT sensors (rainfall, soil moisture, groundwater, flood risk), central dashboard with alerts, integration with emergency systems. – Emergency water supply & backup solutions: on-site reserve units, automatic backup pumps and pressure systems, disruption-proof water delivery. – Interoperability & local adaptability: customisable to local topographies and regulatory needs; interfaces with existing infrastructure; designed for multi-site piloting and scaling.
(g) Buyer	Municipal contracting authorities and/or central bodies (State Water Holding – Polish Waters, Ministry of Infrastructure, National Fund for Environmental Protection and Water Management).



SOTA analysis

Speaker: Egli Rrokaj



Preliminary results

- We identified more than 1006 patents with 165 being relevant to the use case.
- From 165 patents worldwide 9 were filled within the EU.
- Overall, the patents address several functionalities relevant to our use case, with a **strong focus on AI-driven sensing, digital twin modeling, and real-time flood monitoring**. They demonstrate notable progress in data integration, prediction accuracy, and situational awareness for urban water management.

➤ **Bottom line:** The reviewed patents collectively advance flood monitoring and forecasting through IoT, AI, and spatial data technologies. **However, they do not fully meet the outlined needs** for integrated urban water management systems that balance flood control with water reuse and resilience.

- There is **limited linkage** between flood control and water reuse systems.
- Minimal attention is given to **continuity of public services** during water crises.
- Cross-agency coordination and governance mechanisms for integrated management **are weakly represented**.



Market Overview – Top 10 Applicants

Looking at the top 10 patent applicants

The analysis shows that there is no clear leader in the market. The patent landscape is fragmented, with no single company dominating. This creates opportunities for us to enter and innovate freely, as the market remains open and competitive with multiple players driving innovation.

Ultimate Owner Analytics

Ultimate Owner Patents Fam. Share MC TR

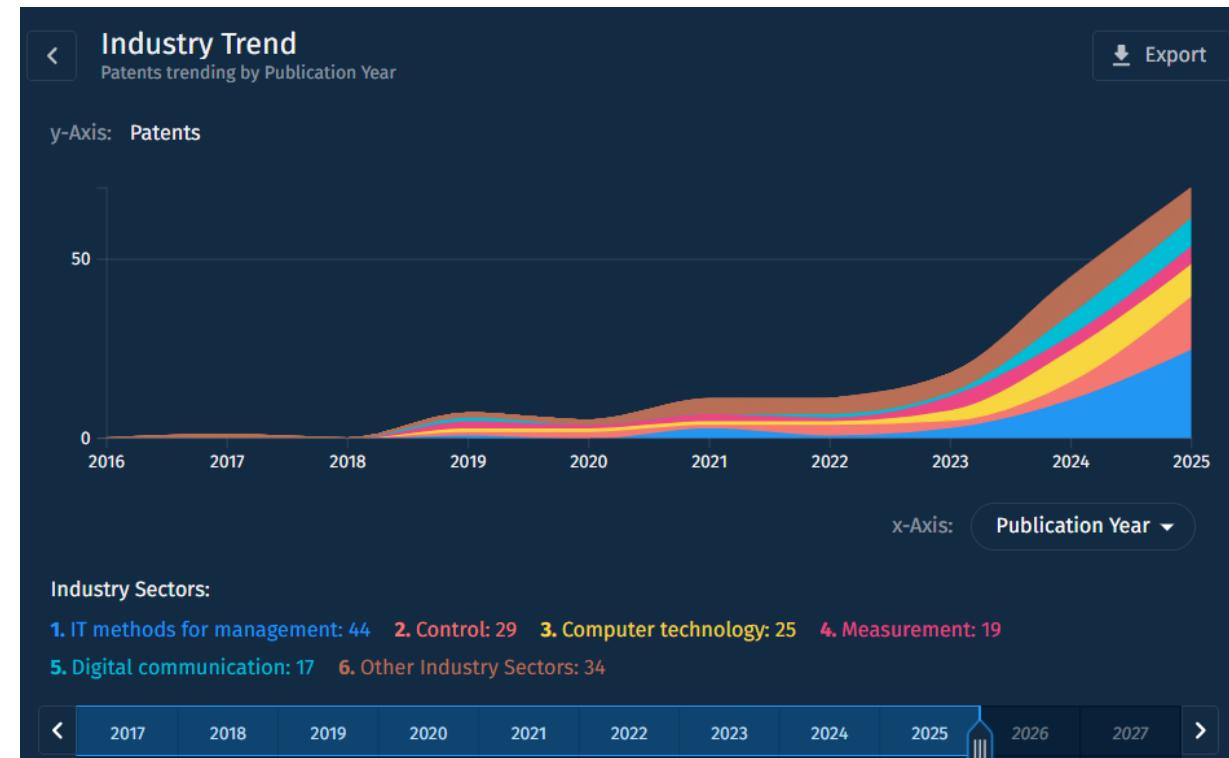
Ultimate Owner	Patents	Fam.	Share	MC	TR	⋮
El (Gwangju)	5	5	3.1%	0.03	5.26	⋮
JIANGSU YANGTZE RIVER DELTA SMART WATER RES INSTIT	3	3	1.9%	0.29	2.97	⋮
Ministry of Water Resources of PRC	3	3	1.9%	0.41	8.62	⋮
NANJING WEIGAN IOT TECH	3	3	1.9%	0.29	2.97	⋮
NANJING WEIPU WATER ENG	3	3	1.9%	0.29	2.97	⋮
State Grid	3	3	1.9%	0.42	2.12	⋮
XINJIANG WESTERN UNITED DIGITAL IND DEVELOPMENT	3	3	1.9%	0.29	2.97	⋮
ZHEJIANG EAST UNITED WATER ENV	3	3	1.9%	0.29	2.97	⋮



Market Overview – Industry Trend

Looking at the industry trend:

The patent activity starting from 2018 indicates that this is a relatively new and developing field, showing that innovation in this area has been growing over the past few years.



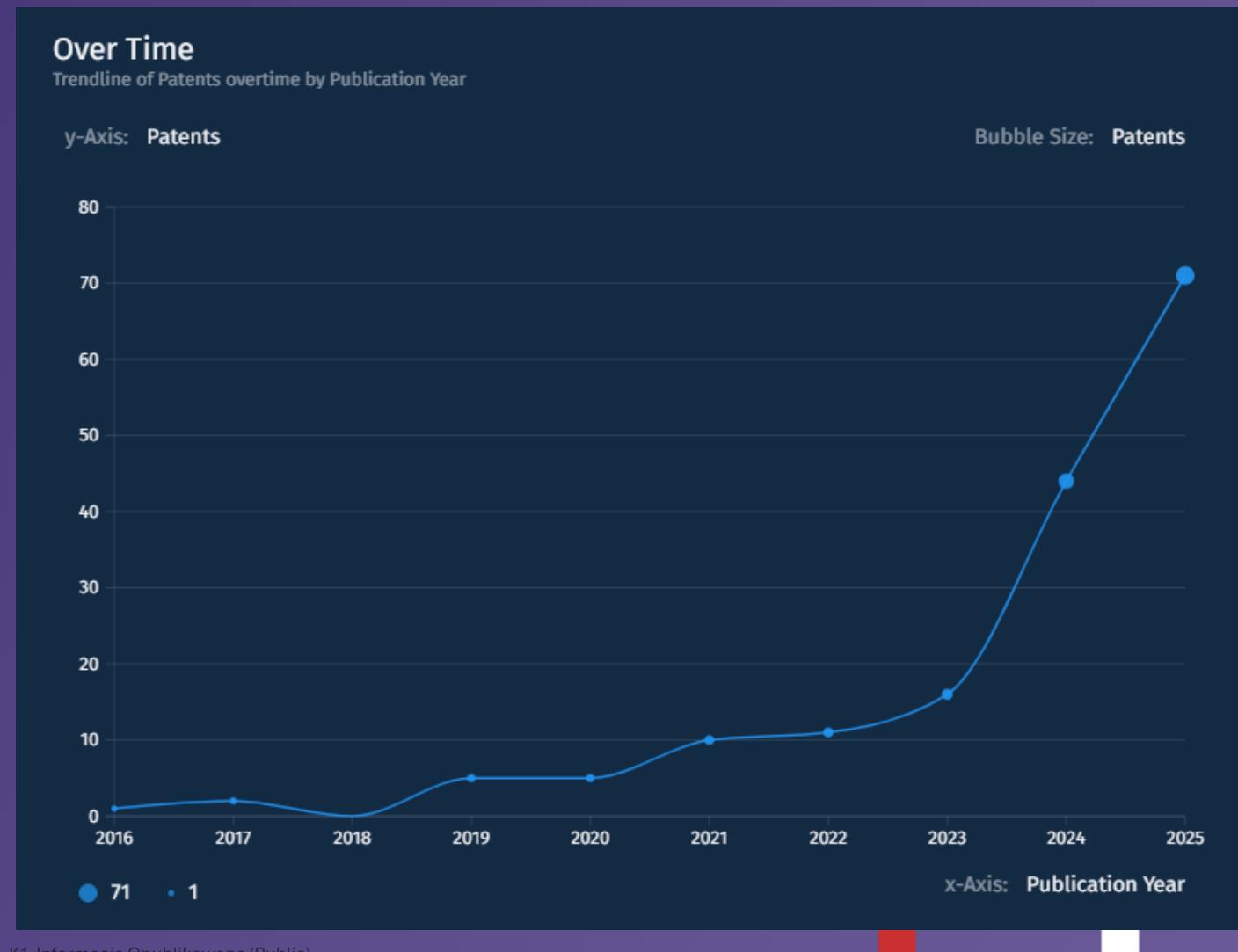


Market Overview – Patent Pub. Over Time

The trendline illustrates a clear acceleration in patent publications related to integrated urban water management and related smart systems starting from 2021, with a sharp surge after 2023.

This growth reflects a global intensification of innovation efforts in climate resilience, water reuse, and flood management technologies; likely driven by increasing regulatory focus and climate adaptation initiatives.

The rapid rise in 2025 signals an expanding competitive landscape and heightened R&D investment in this field.





Market Overview – Geography

Europe's patent footprint in integrated urban water management is limited compared to global trends, with activity mainly concentrated in Germany and Spain. While these countries demonstrate technical capability and innovation potential, the overall landscape remains fragmented and less extensive than in Asia, where India and China lead global patenting activity.

This uneven distribution underscores that Europe's innovations, though present, have yet to achieve the scale and integration seen elsewhere — pointing to an opportunity for strengthened R&D collaboration and investment within the region.





OMC objectives and the activities *RFI questionnaire*

Speaker: Azra Atalan

What is an Open Market Consultation (OMC)?



Before launching a procurement procedure, **contracting authorities may conduct market consultations with a view to preparing the procurement** and informing economic operators of their procurement plans and requirements.

In essence, an open market consultation is **an open dialogue between procurer(s) and the market**, in which the procurers ask for the view of the market to identify the ability thereof to meet the needs of the procurer(s).

Source: Directorate-General for Research and Innovation, European Commission ([link](#))

Why Conduct an Open Market Consultation (OMC)?



Market consultations bridge the gap between the supply side and the demand side.
Suppliers are informed about the needs and expectations of the procurers.
Procurers are informed about what the market has to offer, including how is the supply chain, which gives a view on European resilience and autonomy.

PROCURERS can cross-check:

- Prior-art-analysis and IPR Search
- Analysis of the Standards' landscape
- Key contractual set-up and conditions for the procurement
- Project feasibility (e.g. business case)

SUPPLIERS are informed about the public procurers' needs





Objectives of the OMC



Validate the findings of the State-Of-The-Art (SOTA) analysis and discuss the viability of possible technical and financial provisions/ functionalities.



Raise awareness of the industry and relevant stakeholders (including other users) regarding the upcoming PCP.



Collect insights from the industry and relevant stakeholders (including users) to finetune the tender specifications.

What are the e-pitching sessions?



E-pitching sessions are part of the preparatory activities for a future procurement procedure. E-pitching sessions are virtual meetings where suppliers showcase their solutions to public buyers, aiming to address predefined procurement challenges.

Purpose:

- Facilitate early engagement between public procurers and the market.
- Identify innovative solutions that meet specific public sector needs.
- Encourage competition and transparency in the procurement process.



How does it work?



Presentation: Each supplier is allocated a time slot to present their solution. Presentations start with an overview of the economic operator and then focus on existing solutions that can address the respective challenge(s), R&D efforts and capabilities, benefits, and overall alignment with procurer needs.



Q&A session: Public procurers and other stakeholders pose questions to the supplier. Clarifications are sought to assess solution suitability.



Follow-up actions: Procurers may inform the suppliers on the procurement plans. Discussions may lead to further engagement or bilateral meetings.



How to register for the e-pitching session?

Access the OMC registration form: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-Epitching-registration-form>

The e-pitching session is scheduled to take place on 17 December 2025.



Registration for the OMC events

1- I would like to register for the Open Market Consultations webinar in English on 25 November 2025, at 13.00 CET.

Yes

2- I would like to register for the Open Market Consultations webinar in Polish on 26 November 2025, at 13.00 CET..

Yes

3- I would like to register for the e-pitching session on 17 December 2025.

Yes



OMC timeline

Timeline of the OMC activities:

Request for Information (RFI) questionnaire: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-survey>

Webinar registration form: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-Epitching-registration-form>

Date of publication of the Pre-Information Notice (PIN) on TED: November 6, 2025

Date of publication of OMC documents and questionnaire: November 7, 2025

Date of OMC webinar in English: November 25, 2025

Date of OMC webinar in Polish: November 26, 2025

Questionnaire submission deadline: December 10, 2025

Date of e-pitching session: December 17, 2025

Date of publication of OMC report: December 29, 2025

Date of closure for the OMC: December 30, 2025



Prior Information Notice (PIN)

734672-2025 - Planning See the notice on TED website [↗](#)

Poland – Research and experimental development services – Open Market Consultation for the PreCommercial Procurement (PCP) on the Integrated Urban Water Resilience System for the Polish Public Bodies
OJ S 214/2025 06/11/2025
Prior information notice or a periodic indicative notice used only for information Services

1. Buyer

1.1. Buyer
Official name: The National Center for Research and Development
Email: izp@ncbr.gov.pl
Legal type of the buyer: Body governed by public law, controlled by a central government authority
Activity of the contracting authority: Economic affairs

2. Procedure

2.1. Procedure
Title: Open Market Consultation for the PreCommercial Procurement (PCP) on the Integrated Urban Water Resilience System for the Polish Public Bodies
Description: This Prior Information Notice (PIN) announces the Open Market Consultation (OMC) for the potential PreCommercial Procurement (PCP) of the National Centre for Research and Development (NCBR), aimed at the development and piloting of an innovative integrated urban water management system tailored to the needs of Polish municipalities. The envisaged solution will address both water scarcity and excess water risks through smart retention, reuse, and real time monitoring infrastructure, advancing beyond the state of the art. The system is expected to enhance climate resilience, support public service continuity, and improve emergency preparedness through modular, scalable, and digitally enabled components. Through this OMC, NCBR seeks to consult the market to validate feasibility, identify potential suppliers, and collect technical insights ahead of a potential future procurement procedure. The Open Market Consultation document is available on the NCBR website at: <https://www.gov.pl/web/ncbr/konsultacje-rynkowe-dialog-techniczny>. The registration form for the OMC webinar and epitching session can be accessed here: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-Epitching-registration-form>. The EU Survey questionnaire for market input and feedback is available at: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-survey>.

2.1.1. Purpose
Main nature of the contract: Services
Main classification (cpv): 73100000 Research and experimental development services
Additional classification (cpv): 90713100 Consulting services for water-supply and waste-water other than for construction

2.1.2. Place of performance
Country subdivision (NUTS): Miasto Warszawa (PL911)
Country: Poland

2.1.4. General information

734672-2025 Page 1/3

Legal basis:
Directive 2014/24/EU

3. Part

3.1. Part technical ID: PAR-0001
Title: N/A
Description: N/A

3.1.1. Purpose
Main nature of the contract: Services
Main classification (cpv): 73100000 Research and experimental development services

3.1.2. Place of performance
Country subdivision (NUTS): Miasto Warszawa (PL911)
Country: Poland

3.1.9. Further information, mediation and review
Review organisation: The National Center for Research and Development
Organisation providing more information on the review procedures: The National Center for Research and Development

8. Organisations

8.1. ORG-0001
Official name: The National Center for Research and Development
Registration number: NIP 701-007-37-77 Regon 141032404
Postal address: Chmielna 69 Warszawa
Town: Warszawa
Postcode: 00-801
Country subdivision (NUTS): Miasto Warszawa (PL911)
Country: Poland
Contact point: Zespół Zamówień Publicznych
Email: izp@ncbr.gov.pl
Telephone: 48 223907401
Internet address: <https://www.gov.pl/web/ncbr>
Buyer profile: <https://platformazakupowa.pl/pn/ncbr>

Roles of this organisation:
Buyer
Review organisation
Organisation providing more information on the review procedures

8.1. ORG-0000
Official name: Publications Office of the European Union
Registration number: PUBL
Town: Luxembourg
Postcode: 2417
Country subdivision (NUTS): Luxembourg (LU000)
Country: Luxembourg
Email: ted@publications.europa.eu
Telephone: +352 29291

Internet address: <https://op.europa.eu>
Roles of this organisation:
TED eSender

Notice information

Notice identifier/version: 5833f51c-2b90-4fa3-acfe-cb4347adc8e3 - 01
Form type: Planning
Notice type: Prior information notice or a periodic indicative notice used only for information
Notice subtype: 4
Notice dispatch date: 05/11/2025 09:16:49 (UTC+00:00) Western European Time, GMT
Languages in which this notice is officially available: English
Notice publication number: 734672-2025
OJ S issue number: 214/2025
Publication date: 06/11/2025
Estimated date of publication of a contract notice within this procedure: 01/07/2026

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OMC document

Acces to the OMC document:

<https://www.gov.pl/web/ncbr/open-market-consultation-document-for-the-pre-commercial-procurement-for-the-development-of-integrated-urban-water-management-systems-towards-pcp-for-green-and-digital-transition>



Open Market Consultation Document for the Pre-Commercial Procurement for the development of integrated urban water management systems towards “PCP for green and digital transition”

November 2025

SPIN4EIC Assistance to Public Buyers
The National Centre for Research and Development (NCBR), Poland



Request for Information questionnaire - I

Access the survey: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-survey>

NCBR
National Centre for Research and Development

SPIN4EIC
Supported by the EU's
Innovation Procurement
Programme

Request for Information Questionnaire
for the Pre-Commercial Procurement for the development of integrated urban water management systems towards
“PCP for green and digital transition”

This survey is part of the Open Market Consultation (OMC) conducted by the National Centre for Research and Development (NCBR) under the SPIN4EIC initiative. It aims to collect feedback from technology providers and other market stakeholders regarding innovative solutions for integrated urban water management systems that can address both water scarcity and excess water risks through smart retention, reuse, and real-time monitoring solutions. The information gathered will support NCBR in assessing the state of the art, identifying potential suppliers, and refining the functional and technical scope of the planned procurement.

The OMC document, to which this questionnaire is annexed, is available on the NCBR website: <https://www.gov.pl/web/ncbr/konsultacje-rynkowe-dialog-technicyny>

The deadline for responses is 3 December 2025. Should additional input be required, an extension may be announced on the NCBR website.

OMC Document (Click to download.)

General Information

* Name of your organisation:

* Website:

* Name of the contact person:

* E-mail address:

* Country:

* Type of organisation: Start-up
 SME
 Public organisation
 Private organisation
 R&D institute/University
 Other (Please indicate below).

PCP Challenge

1- Do you offer solutions for water retention and reuse (e.g. rainwater harvesting, greywater reuse)?
 Yes
 No

2- Is your solution modular and scalable (i.e. adaptable to different municipality sizes and needs)?
 Yes
 No

3- Does your solution include real-time monitoring of rainfall, groundwater, or flood risk?
 Yes
 No

4- Do you provide a digital dashboard for municipal operators (e.g. alerts, analytics, control panel)?
 Yes
 No

5- Can your system automatically activate emergency measures (e.g. backup pumps, flood gates)?
 Yes
 No

6- Does your solution integrate with existing infrastructure and civil protection systems?
 Fully
 Partially
 Not yet

Please explain:

7- Can your solution support emergency water supply backup (e.g. for firefighting, schools, hospitals)?
 Yes
 No

8- Do you provide scenario planning or simulations (e.g. flood response, drought risk)?
 Yes
 No



Request for Information questionnaire - II

Access the survey: <https://ec.europa.eu/eusurvey/runner/SPIN4EIC-NCBR-OMC-survey>

State-of-the-art-analysis

9- Do you think there is room for technological development beyond the state of the art?

Yes
 No

Please explain:

10- What is the readiness level of your solution? (TRL level)

11- Do you rely on any patented technology or standards?

Yes
 No

12- Are there existing patents or intellectual property barriers that could limit your solution's development or deployment?

Yes
 No

Please explain:

Miscellaneous

13- Are you open to piloting your solution in collaboration with public authorities (e.g. municipalities)?

Yes
 No

14- Would you be interested in participating in an innovation procurement or co-development process (e.g. PCP/PPI)?

Yes
 No

15- What type of support do you provide post-deployment?

Training
 Maintenance
 Monitoring & updates
 Other

16- What standards or protocols do you follow for interoperability and data sharing?

17- How do you address cybersecurity and data protection?

* 18- What is the typical timeline and budget for implementing your solution?

* 19- Have you worked with public sector clients on similar solutions? Please provide examples.

20- Would you like to cooperate with another company?

21- Would you be interested in matchmaking possibilities?

22- What recommendations or alternatives would you propose?



Q&A





Conclusions and next steps



1.
 - **OMC webinar in Polish on 26 November 2025.**
2.
 - **E-pitching session based on the registrations. (17 Dec 2025)**
3.
 - **Publishing an OMC report that summarises the conclusions in an anonymised manner. (29 December 2025)**



Thank you!